Federal Aviation Administration
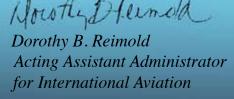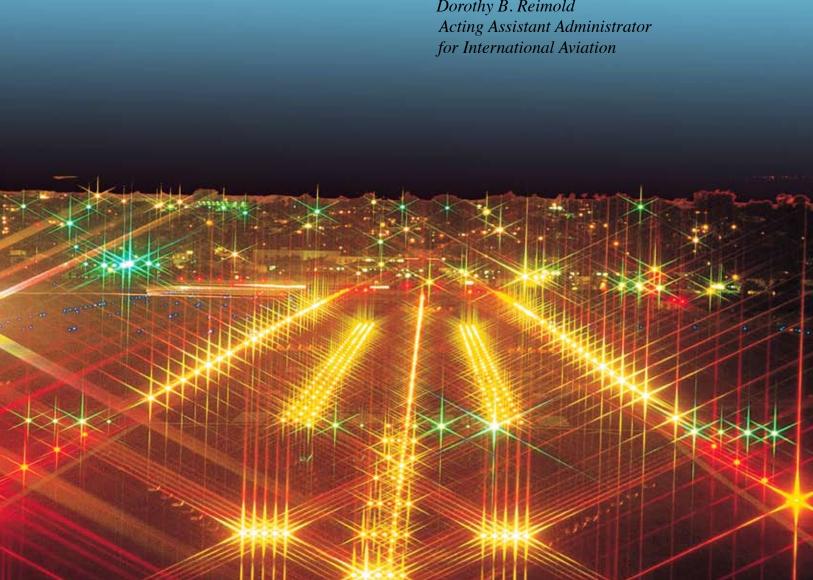
FAA International Priorities
2010-2014

Office of International Aviation

October 2009

FEDERAL AVIATION ADMINISTRATION

Office of International Aviation

The U.S. air transportation system carries more than two million people to their destinations every day. The global aviation system moves more than 6.2 million people and tons of cargo to their destinations every day. We believe that these numbers will continue to increase and, for that reason, we believe it becomes ever more important for the Federal Aviation Administration (FAA) to collaborate with our international partners to improve aviation safety and efficiency. This document outlines the priorities that will help us to ensure those goals over the next several years. We will continue to look for feedback from aviation stakeholders and adjust these priorities as needed to ensure that our worldwide focus remains strategic, timely, and purposeful. Going from good to great....it's within each of us.

Dorothy B. Reimold
Acting Assistant Administrator
for International Aviation

Conclusion

The greatest benefits of a strategic plan of action for FAA international priorities are in the areas of resource planning and organizational collaboration. It is the intention that this document encourages global aviation interests to quantify and qualify the type of assistance needed with the understanding that their requests will become part of an annual assessment of priorities.

8. Promote U.S. Commercial Space Transportation Regulations.

As more countries become interested in the commercial operation of space transportation, the FAA can provide information on how the U.S. regulates commercial space transportation vehicles and spaceports. Some countries today are privatizing government operations in space for expendable launch vehicles while others are interested in building or attracting new space transportation vehicles through the development of spaceports or other incentives. In each case, governments will develop new regulatory structures.

In the future, the FAA envisions commercially operated space vehicles that carry people will grow beyond suborbital flights in individual nations and into point-to-point regional and intercontinental travel that will require coordination between nations on safety. Orbital space flights by commercial operators are also possible and may need similar coordination. By establishing a foundation today, safety regulations in the future will proceed more smoothly.

There are technology transfer limitations in space transportation that will limit the level of FAA cooperation with other nations including International Traffic in Arms Regulations (ITAR). In addition, under Congressional direction, the FAA plans to phase in certain regulations on the human space flight industry as the industry grows and matures. At this time it is too early to seek adoption of international standards in human space flight safety.

Objective: Promote FAA Office of Commercial Space Transportation (AST) regulations worldwide through outreach in order to build a common understanding to prepare for future interconnected global space transportation and growth of commercial space transportation.

- Distribute promotional materials to other countries through FAA senior representatives;
- Attend conferences, air and space shows, and international forums;
- Participate in the United Nations Committee on Peaceful Uses of Outer Space;
- Develop regulatory workshops;
- Conduct bilateral discussions with interested countries;
- Identify countries with emerging commercial space transportation interests;
- Identify future international issues such as space and air traffic integration;
- Evaluate with API other areas and methods of outreach: **All countries, all regions.**

Objective: Develop a commercial space transportation strategy for the Asia Pacific region to identify and perform outreach activities.

- Work on common regulations and licensing practices: **Australia, Japan, Singapore.**

Objective: Develop a commercial space transportation strategy for the European Union to identify and perform outreach activities.

- Work on common regulations and licensing practices: **European Union states.**

International Priorities 2010 to 2014
October 1, 2009

Introduction

Over the last ten years, the Federal Aviation Administration (FAA) has developed a substantial international program that provides technical assistance, training, and infrastructure planning to improve aviation safety and capacity of civil aviation authorities (CAAs) around the world. In many cases, resources for these initiatives were obtained from third-party funding organizations which allowed the FAA to increase its international focus more quickly than in the past. In addition, renewed focus on the International Civil Aviation Organization (ICAO) has meant the FAA and select agencies within the United States (U.S.) Government are better able to advocate for U.S. priorities in civil aviation. The FAA is also very active in working with ICAO and with international partners to develop global standards and recommended practices as well as guidance materials that support implementation of harmonized aviation policy by ICAO members worldwide. These materials include environmental and economic policies adopted by ICAO-member states that impact international aviation commerce.

The FAA's Flight Plan, a five year look at agency strategy developed in 2004 and updated annually, provides the agency with a tool to describe broad international leadership goals in areas of safety, efficiency, capacity building, and the Next Generation Air Transportation System (NextGen). Business plans developed by supporting lines of business and staff offices describe the annual activities that take place to meet these goals. This document identifies target resources, which will help us to better estimate human capital and other costs for the FAA's international program, including assets overseas.

Using the FAA's more recent international activities as a baseline, each strategic initiative is supported with objectives and recommended activities for specific countries and multilateral organizations within a given region. In addition, there are a number of recommended activities that can be applied in any region and thus are identified as corporate undertakings. The information is intended to provide recommended focus for core FAA international pursuits while allowing individual lines of business and staff offices the latitude to pursue additional activities commensurate with their charter.

Objective: Install qualified U.S. citizens in critical positions at ICAO and in the U.S. Mission to effectively influence the direction of ICAO.

- Identify and recruit qualified U.S. candidates for strategic positions within the Secretariat, regional offices, and executive positions (Secretary General and Council President).

- Ensure agency support for the continuity of operations during the rotations of the U.S. Ambassador and Air Navigation Commissioner.

- Identify and recruit qualified U.S. technical candidates for secondment to ICAO.

Strategic Initiative #7: Share FAA best practices (cont'd)

Asia Pacific ✈

Objective: Promote developmental opportunities for current or potential foreign leaders to mentor and influence aviation leaders and enhance foreign aviation expertise.

- Focus programs on major aviation partners where aviation management practices and philosophies often differ from those in the U.S: **China, India, Indonesia, South Korea.**

Objective: Share FAA best practices to mentor leaders and enhance aviation safety as called for under the Compact of Free Association.

- Provide international airport manager training at FAA's Center for Management Excellence and Leadership (CMEL) for at least one country: **Federated States of Micronesia.**

- Provide airport rescue and firefighting (ARFF) training for ARFF personnel: **Federated States of Micronesia.**

- Provide training and workshops on civil aviation and infrastructure development through the annual Pacific Aviation Directors' Workshop for the Directors of Civil Aviation and their staffs: **Republic of Palau, Federated States of Micronesia, Republic of the Marshall Islands.**

Objective: Share FAA best practices to mentor and influence Ministry of Transportation and civil aviation leaders and enhance foreign aviation expertise.

- Mentor management and technical personnel: **Afghanistan.**

- Enhance capacity building efforts by other donor organizations: **Afghanistan.**

ICAO ✈

Objective: Develop global training methodologies in concert with ICAO and industry stakeholders to train the next generation of aviation professionals.

- Encourage U.S. participation in international training programs.

- Establish U.S. role in ICAO's 2010 training symposium.

I. Highlights

Whether we are referring to regulatory oversight, the development of air commerce, the deployment of new technologies, or advancing aviation-related environmental initiatives, we are ultimately concerned with one thing: promoting the safety and efficiency of U.S. aviation interests abroad. Because the FAA manages the largest and safest air traffic system in the world, global aviation authorities want to emulate its system.

Aviation safety and capacity improvements are often years in the making, which is especially true in the international domain. Whether it is the magnitude of the development needs, changing political policy, or a lack of available resources, international initiatives are planned in terms of years rather than months. Staffing decisions for a multiyear planning effort requires consideration of the type and number of technical experts that will be necessary.

For over 50 years, the FAA has been engaged in various forms of technical assistance, outreach, and relationship building with the international community. This work has spanned from simple classroom training to comprehensive airspace planning efforts. FAA technical assistance has helped some countries meet international aviation safety standards and has helped others who are just beginning the process. It is a history that has justified the presence of FAA personnel assigned in 15 offices world-wide and may lead to new offices in other cities as needed. This international presence is in addition to the hundreds of domestically-based FAA employees that support international field offices in their work with foreign repair stations and other international efforts.

The following summarizes recent FAA work in the global community.

Africa, Europe and Middle East ✈

This portfolio includes the countries in Africa, Europe, Commonwealth of Independent States (CIS), Russia, and the Middle East, including Iraq. The regional office is located in Brussels and includes FAA personnel from International Aviation, Air Traffic, and Aviation Safety, along with a Department of Defense representative. FAA senior representatives are located in Brussels, London, Paris, Moscow, Abu Dhabi, and Dakar. In addition, the FAA has Flight Standards International Field Offices in Frankfurt, Germany and in London, United Kingdom.

The European region continues to be the leading international destination for U.S. citizen air travel, outpacing the fast-growing Asia market by a factor of two. In Western Europe, we continue to focus on strengthening our long-standing relationships with the European Commission (EC) and associated authorities such as the European Aviation Safety Agency (EASA), EUROCONTROL, North Atlantic Treaty Organization (NATO) and individual national governments. We are using these relationships to enhance and streamline the exchange of safety information and data, and we are working to bring a Bilateral Aviation Safety Agreement (BASA) into force. Our efforts also focus on promoting harmonized regulatory standards by supporting the interoperability of air navigation systems and the harmonization of air traffic control (ATC) procedures, requirements, and routes. This includes an aviation focus towards ensuring the interoperability of U.S. Position, Navigation and Timing (PNT)

Africa, Europe and Middle East Highlights (cont'd)

services with Europe's Galileo and Russia's Global Navigation Satellite System (GLONASS) systems. We promote cooperative working-level efforts to mitigate aviation's impact on the environment, such as the Atlantic Interoperability Initiative to Reduce Emissions (AIRE), and pursue greater mutual understanding of our respective regulatory and policy approaches.

In Eastern Europe and Russia, we are working with ICAO, industry, and donor organizations to continue to promote higher standards of safety and efficiency. We have engaged with select CAAs on international safety standards and have utilized working group arrangements to promote flight standards related training in Russia. In addition, we have worked with Russian ATC authorities to improve shared telecommunications assets, to improve routing structures and to continuously monitor the ongoing discussions between our two governments regarding overflight fees.

To increase safety and capacity in Africa, we are providing technical assistance to countries and to organizations to meet ICAO safety standards. To date, this has included work with the East African Community (EAC), which includes Burundi, Kenya, Rwanda, Tanzania and Uganda, and with Ghana. In the Middle East, we assist CAAs to safely manage rapid growth in a complex environment. The FAA continues to provide operational support to the Iraqi Civil Aviation Authority through personnel assigned to the U.S. Embassy Baghdad.

Western Hemisphere ✈

The Western Hemisphere portfolio includes North America, Central America, South America, and the Caribbean. The Western Hemisphere Director and two FAA senior representatives are currently located in the FAA headquarters. In 2008, the FAA opened an office in Brasilia to be better positioned to address regional aviation safety and capacity concerns. We expect to relocate Headquarters-based senior representatives into the region over the next several years. The Flight Standards International Field Offices for this region is headquartered in Miami, Florida and Dallas - Ft. Worth, Texas.

More than 70 percent of international flights managed by the FAA operate to and from destinations in the Western Hemisphere. Given the high volume of traffic and the proximity of potential safety and capacity issues, the FAA has a long history of working with countries in the region. The U.S., Canada, and Mexico have historically collaborated on ATC and safety initiatives. The FAA has Bilateral Aviation Safety Agreements in place with Brazil, Canada, and Mexico. We also have ATC and safety bilateral agreements with most states and many territories in the Western Hemisphere. The FAA has longstanding partnerships on Global Navigation Satellite System-related initiatives with key countries in the Western Hemisphere. We continue to develop those partnerships through the promotion of NextGen-related activities, such as the North American NextGen Strategy Group.

The FAA is also working to strengthen ties with multilateral and regional organizations, such as the North American Aviation Trilateral (NAAT) and the Caribbean Aviation Safety and Security Oversight System (CASSOS). We work through the Latin American Civil Aviation Commission (LACAC) to further technical and policy initiatives. The latest regional effort to prioritize aviation safety projects is the Regional Aviation Safety Group-Pan America (RASG-

7. Share FAA Best Practices to Mentor and Influence Aviation Leaders and Enhance Foreign Aviation Expertise.

Our contribution to the growth of leadership skills in foreign aviation professionals is an integral component of developing civil aviation organizations worldwide. We are committed to investing in people who will drive aviation safety and efficiency improvement within their aviation authorities.

Africa, Europe and Middle East ✈

Objective: Promote FAA international leadership through the annual development and recommendation of aviation-focused programs such as the Department of State International Visitor Leadership Program (IVLP) process.

- Develop proposals under the Department of State IVLP to expose participants from the region to the U.S. approach to safety oversight and ATM principles and technologies: **Africa, CIS, Europe, Middle East.**

- Establish a mentoring program for targeted countries to encourage increased leadership in regional safety oversight cooperation: **UAE.**

- Collaborate with air navigation service providers in cooperative exchanges of technical personnel: **Germany, Eurocontrol.**

Objective: Promote developmental opportunities for current or potential foreign leaders to mentor and influence aviation leaders and enhance foreign aviation expertise.

- Identify participants for a program that teaches junior level aviation professionals best practices in strategic planning, program management, regulatory practices, and organizational development: **EAC, Nigeria, UAE.**

Western Hemisphere ✈

Objective: Promote developmental opportunities for current or potential foreign leaders to mentor and influence aviation leaders and enhance foreign aviation expertise.

- Identify and nominate participants under the IVLP to provide up-and-coming aviation leaders with exposure to U.S. regulations, technologies, and management practices: **Brazil, Costa Rica, Jamaica, Mexico.**

Objective: Develop concept for programmatic approach to evolving aviation entities in the region.

- Create an outline for a program that teaches junior level aviation professionals best practices in strategic planning, program management, regulatory practices and organizational development: **Brazil, LACAC.**

Strategic Initiative #6: Increase awareness (cont'd)

Switzerland, Saudi Arabia, South Africa, EU institutions, other EU member states and key states in Africa and Middle East.

- Seek opportunities to present the U.S. position(s) on aviation environmental concerns to public audiences in the EU Member states, such as conferences and publications, as well as to policymakers and stakeholders: **CANSO, Europe.**

Western Hemisphere ✈

Objective: Seek opportunities to promote U.S. environmental best practices to key aviation partners through orientation visits and other outreach activities.

- Promote U.S. environmental strategies throughout the region: **Brazil, Colombia, LACAC.**

- Promote the development of a global framework of fuel efficiency goals and measures to help countries meet the goals by participating in the ICAO GIACC process: **Canada, Brazil, Mexico, and other key states.**

Asia Pacific ✈

Objective: Explore opportunities to demonstrate U.S. operational air traffic efficiency and environmental best practices to key aviation partners through orientation visits and other outreach activities.

- Promote the development of a global framework of fuel efficiency goals and measures to help countries meet the goals by participating in the ICAO GIACC process: **Australia, China, India, Japan, Singapore, South Korea.**

- Engage key countries in the Asia Pacific region, including the four GIACC partners, to promote U.S. policies and practices: **Australia, China, India, Japan, Singapore, South Korea.**

- Ensure an FAA presence at key regional environmental forums to promote a consistent environmental message and strategies to countries throughout the region: **APEC.**

- Strengthen the ASPIRE partnership throughout the Pacific Rim and Southeast Asia regions to maximize operational and environmental benefits for providers and users alike: **Japan, Singapore.**

ICAO ✈

Objective: Promote U.S. environmental best practices and policies at ICAO to influence development of global environmental standards, goals, targets, and metrics.

- Lead U.S. participation in ICAO's Committee on Aviation Environmental Protection (CAEP) and play a leading role within CAEP.

- Promote the development of a global framework of fuel efficiency goals and measures to help countries meet the goals by participating in the ICAO GIACC process.

Western Hemisphere Highlights (cont'd)

PA), which is an outgrowth of ICAO's Global Aviation Safety Roadmap (GASR) initiative. RASG-PA serves as a means to streamline the number of initiatives focused on aviation safety. We promote efforts to mitigate aviation's impact on the environment by using new technologies and procedures, by sharing best practices, and by providing leadership in international forums.

Asia Pacific ✈

The Asia Pacific portfolio includes the Asian continent, Afghanistan, Australia, New Zealand, and all island nations and foreign territories in the Pacific. The FAA regional office is located in Singapore, as is the Flight Standards International Field Office. We have senior FAA representatives in Beijing, New Delhi, Singapore, and Tokyo. In addition, there is an office in Shanghai that focuses on aircraft certification activities.

The Asia Pacific region is extremely diverse in terms of cultures, economic systems, and standards of living. It is also the most populous, accounting for more than 50 percent of the world's population. In terms of economic growth, over the past 25 years, the Asia Pacific region is the fastest-growing region in the world. Industry projects that regional airline passenger traffic will grow at an average annual rate of 7 percent in the next 20 years, making Asia Pacific the fastest-growing aviation region in the world.

The FAA promotes several aviation safety and efficiency initiatives in the region. Many activities are focused on key growth markets, like China and India, where we have entered into numerous agreements supporting the development and implementation of new air traffic management (ATM) procedures and improvements in operational safety, as well as early assistance in aircraft certification programs. FAA is also a strategic U.S. partner in the region working to ensure the compatibility and interoperability of U.S. Position, Navigation and Timing (PNT) services with Japan's Quazi Zenith Satellite System (QZSS), India's Indian Regional Navigational Satellite System (IRNSS) and China's Compass systems, with a goal of creating a robust worldwide Global Navigational Satellite System (GNSS) service for civil aviation. The FAA was instrumental in establishing aviation cooperation programs (ACPs) in both China and India. These two programs improve coordination between government and industry, encourage increased financial support, and improve bilateral partnerships by promoting key safety initiatives. The FAA has entered into agreements with China and Japan to promote NextGen and the future harmonization of aviation systems in the region and has BASAs in place with Australia, China, Malaysia, New Zealand, Singapore and South Korea. Similar to Europe, the Asia South Pacific Initiative to Reduce Emissions (ASPIRE) was developed to promote operational efficiency initiatives across the region to mitigate aviation's impact to the environment.

The FAA has long established technical working relationships with Australia, Japan, New Zealand, Singapore and South Korea and continues to work strategic safety and capacity initiatives with them. We are working with other key aviation authorities to improve safety oversight capabilities in Indonesia, Philippines and Thailand. Lastly, the FAA continues to provide technical assistance in Afghanistan focused on reconstruction of the civil aviation system.

International Civil Aviation Organization ✈

The FAA serves as the U.S. Government's advocate with ICAO, a United Nations specialized agency created to achieve safe, secure and sustainable development of civil aviation throughout the world. In that role, the FAA provides significant resources to support ICAO and its goal to establish a global aviation system through cooperation, partnership, and harmonization of requirements. Specifically, the FAA maintains membership on the Air Navigation Commission, multiple panels and working groups, and strives to ensure that the U.S. is represented equitably in terms of geographic representation on ICAO staff. Through an ICAO Fellowship program established in 2004, the FAA provides subject matter experts to a multitude of ICAO bureaus and regional offices. In addition, the FAA technical experts support key ICAO areas such as flight procedures, Performance Based Navigation (PBN) Required Navigational Performance (RNP), and the Universal Safety Oversight Audit Program (USOAP)/Continuous Monitoring Program.

In 2007, the U.S. was audited under the USOAP and received a high score. As a result of this comprehensive audit, the FAA is now enhancing general administrative procedures, updating guidance material, and harmonizing U.S. regulations with ICAO Standards and Recommended Practices (SARPs) and Procedures for Air Navigation Services (PANS). Developing a more efficient process to create and update SARPs remains the overarching goal of the FAA, as this is deemed critical to harmonizing future air transportation systems.

The ICAO General Assembly is the primary venue that the U.S. Government uses to advance U.S. aviation priorities. Last held in September 2007, the Assembly resolved to form the Group on International Aviation Climate Change (GIACC). As a member of this group, the FAA leads the U.S. participation on GIACC, charged with developing a global framework to address aviation's carbon emissions, which contribute to climate change. At the 2010 Assembly, environmental matters will be an important topic, along with future air transportation systems interoperability and the evolution of USOAP to a continuous monitoring system.

6. Increase Awareness of Methods to Minimize Aviation's Impact on the Environment.

We are committed to improving aviation's environmental performance. Consistent with NextGen, our objective is to achieve environmental protection that allows sustained aviation growth. We work with air navigation service providers, governments, airlines, and aviation manufacturing to develop better scientific understanding of environmental performance interdependencies and impacts, to accelerate more efficient ATM operational procedures, to hasten the uptake of promising improvements in environmental aircraft technologies, and to advance renewable alternative fuels for aviation. While market-based measures may be useful in addressing certain aviation environmental impacts, we respect the prerogative of states to adopt appropriate measures for their circumstances:

Africa, Europe and Middle East ✈

Objective: Promote continued cooperation between the U.S. and key organizations in the region in the development of mutually acceptable policies and regulations intended to mitigate aviation's impact on the environment.

- Engage in dialogue with partners to address concerns and promote cooperation on issues, including environment, safety, and capacity concerns: **National governments (including transport, environment, and foreign affairs ministries), institutions of the European Union, ACAC, AFCAC, ECAC and CANSO.**

- Analyze proposed EU initiatives and monitor and report on the development of current issues such as the Emissions Trading Scheme legislation, the review of the Balanced Approach Directive, and the consultation on addressing the effects of aviation oxides of nitrogen (NOx) on climate change: **EC, EASA, EU member states.**

- Demonstrate ways in which the use of progressive ATM and PBN technologies can address environmental concerns through the AIRE program: **EUROCONTROL, EC, SESAR Joint Undertaking.**

- Promote capacity-enhancing, environmentally-friendly technologies, and procedures as alternatives to noise and potential night-flight restrictions: **Germany**

- Participate in important cooperative environmental programs that provide venues for discussing divergent government policies such as that between FAA and the United Kingdom Omega consortium: **United Kingdom, other interested EU member states, and governments and industry in the AEU region.**

- Promote the development of a global framework of fuel efficiency goals and measures to help countries meet the goals by participating in the ICAO GIACC process: **France, Germany, Netherlands, Nigeria, Russian Federation,**

Strategic Initiative #5: Improve global interoperability (cont'd)

- Support development of planning tools to improve coordination between HQ and its Regional Offices.

Objective: Use ICAO as a platform to ensure standardized and mutually agreed upon aviation policy by member states.

- Lead work on ICAO's Committee on Environmental Protection and the Group on International Aviation and Climate Change to ensure environmental concerns are addressed effectively while ensuring consistency and fairness.

- Lead work on ICAO's Air Navigation Services Economics Panel and Airports Economics Panel to ensure fair and consistent economic policies are adopted by member states related to, among other things, aviation fees and charges.

II. Corporate Activities

In the process of determining activities within specific regions/countries, the Office of International Aviation realized that the FAA could leverage resources by creating topical venues that would likely attract large numbers of participants.

Specifically, we propose that the FAA:

- Conduct an annual legal symposium that allows CAAs and other officials to learn about aviation law and model regulations.

- Conduct regional safety seminars on a semi-annual basis on topics that might include compliance with ICAO requirements, international safety standards overviews, and preparation for safety audits.

- Conduct educational events to promote NextGen technologies, concepts and procedures by using existing partnership agreements with aviation academies worldwide.

- Conduct regional airport conference to address areas such as master planning, safety assessment, and wildlife hazard mitigation.

- Promote the safe and sustainable development and expansion of airports by bringing together private and public sector experts and resources.

Given the potential opportunity for U.S. industry in several of these measures, we propose to obtain maximum funding from third parties.

III. Strategic Initiatives

This document establishes priorities, identifies opportunities to expand successful programs, and underscores the need to seek innovative solutions with our international partners, starting with the following five-year strategic initiatives:

1. Promote harmonization and compliance with aviation legislation, regulatory requirements, policies, and procedures.

2. Create and support partnerships to leverage opportunities to develop safety, capacity, and efficiency initiatives.

3. Promote U.S. best practices in safety to enhance consistency and seamless operational practices worldwide.

4. Promote civil/military cooperation to ensure safe, secure, and efficient use of airspace.

5. Improve global interoperability and advance future technologies and procedures.

6. Increase awareness of methods to minimize aviation's impact on the environment.

7. Share FAA best practices to mentor and influence aviation leaders and enhance foreign aviation expertise.

8. Promote U.S. commercial space transportation regulations.

Strategic Initiative #5: Improve global interoperability (cont'd)

- Ensure that aggressive implementation strategies for new ATM systems, particularly satellite-based systems, are compatible with NextGen strategies: **Australia.**

- Explore potential readiness, value and feasibility for discussion on NextGen cooperation: **India, Singapore, South Korea, Thailand.**

Objective: Identify and target Asian countries with U.S. interests that demonstrate the potential for improving their ATM capabilities to engage in preliminary NextGen discussions.

- Ensure future plans are compatible with U.S. NextGen system operations: **India, Singapore, Thailand.**

Objective: Promote the use of Air Traffic Flow Management (ATFM) and associated technologies.

- Provide technical assistance and seminars where operational efficiencies will likely deteriorate in the absence of ATFM systems: **China, India, Thailand.**

Objective: Identify opportunities to facilitate the transfer of runway safety procedures, concepts, and technologies.

- Promote cooperative exchanges and technical assistance to improve runway safety: **China, Indonesia, Japan.**

- Leverage resources by providing training and technical seminars through regional groups: **APANPIRG, APEC, COSCAPs.**

Objective: Encourage the use of logistical supply/support practices that enable the global interoperability of aviation infrastructure.

- Develop long-term logistical supply/support agreements to support FAA installed infrastructure for the Kabul International Airport: **Afghanistan.**

ICAO ✈

Objective: Use ICAO as a platform to promote NextGen performance-based systems and align with other future air transportation systems such as SESAR.

- Prioritize participation in ICAO's global and regional forums to conduct outreach on NextGen.

- Analyze differences and gaps between ICAO's Global Plan initiatives and NextGen's operational improvements.

Strategic Initiative #5: Improve global interoperability (cont'd)

- Continue to implement satellite-based navigation systems, associated augmentation systems, and new technologies and procedures, including Automatic Dependent Surveillance-Broadcast and RNP: **Brazil, Canada, Chile, Colombia, Mexico.**

- Assist countries and other air navigation service providers with planning for the modernization of their air transportation systems: **Argentina, Bahamas, Colombia, COCESNA, Jamaica.**

Objective: Promote the use of Air Traffic Flow Management (ATFM) and associated technologies.

- Work with countries as they implement more effective ATFM systems and procedures as they modernize their infrastructures: **Brazil, Canada, Chile, COCESNA, Colombia, Dominican Republic, Jamaica, Mexico, Panama.**

Objective: Promote expansion of airspace redesign initiatives such as West Atlantic Route Systems (WATRS) Plus in the region.

- Develop projects and other initiatives to implement programs that increase operational efficiency and result in environmental benefits: **Brazil, COCESNA, Colombia, LACAC, Mexico, Panama.**

Objective: Facilitate the efficient hand-off of aircraft between the FAA Flight Information Region (FIR) and adjacent states.

- Negotiate agreements for the sharing of radar data with key partners adjacent to U.S. delegated airspace: **Bahamas, Canada, Cuba, Dominican Republic, Haiti, Mexico, Saint Maarten.**

Objective: Identify opportunities to facilitate the transfer of runway safety procedures, concepts and technologies.

- Seek opportunities through regional organizations to provide seminars and assistance in the area of runway safety: **CASSOS, LACAC.**

Asia Pacific ✈

Objective: Promote NextGen technologies, procedures, and/or concepts with key partners through existing bilaterals, as well as region-wide through support to multilateral forums.

- Develop roadmap initiatives to harmonize activities associated with future air transportation systems: **China, Japan.**

1. Promote Harmonization and Compliance with Aviation Legislation, Regulatory Requirements, Policies, and Procedures.

As the number of international passengers and aviation activities increases across the globe, it is imperative for the U.S. to collaborate with international partners. The FAA works with aviation organizations to implement ICAO SARPs. The FAA is also building relationships with industry and government partners to align global safety activities and increase data sharing. In addition, the FAA promotes compliance with international safety standards through technical assistance, training, and sharing best practices.

Africa, Europe and Middle East ✈

Objective: Promote harmonization of regulatory requirements and increase safety and efficiency.

- Resolve concerns preventing the entry into force of the U.S.–European Union (EU) Safety Agreement: **EU, European Aviation Safety Agency.**

- Work collaboratively with EASA to influence and, where appropriate, to harmonize regulations: **EASA, EU.**

- Develop an agency position to identify and implement the legal framework to extend the rights and obligations provided by the U.S.–EU Safety Agreement: **Iceland, Norway, Switzerland.**

- Encourage harmonization of regulations, legislation, and procedures in the CIS region: **Azerbaijan, Kazakhstan, Kyrgyzstan, Russia, Ukraine, Uzbekistan.**

- Encourage harmonization of regulations, legislation, and procedures in the East African Community (EAC) and in Ghana: **Burundi, Ghana, Kenya, Rwanda, Tanzania, Uganda.**

Objective: Identify and provide technical assistance and training to regional aviation safety organizations and countries to strengthen their capability to meet international aviation safety standards.

- Deliver presentations describing the international safety standards process and requirements, highlighting any issues needed to be addressed: **Algeria and Latvia.**

- Develop and deliver an instructional seminar on air carrier operations to the U. S.: **Africa Region.**

- Continue to implement training programs through the ICAO Government Safety Inspector (GSI) training satellite office, and work toward self-sustaining GSI office operations over the next five years: **Cape Verde.**

- Provide technical assistance to support efforts to meet ICAO safety standards: **Ghana, Israel, Nigeria, Ukraine.**

Strategic Initiative #1: Promote harmonization (cont'd)

Objective: Develop and implement a plan to address the various safety issues surrounding the growing number of U.S.-registered aircraft that are operated in the region.

- Address issues resulting from the growing number of U.S.-registered aircraft permanently based in Europe, some of which are identified as having caused operational incidents: **EASA, France, Germany, Ireland, Italy, United Kingdom.**

Objective: Cooperate with partners in the region in sharing data aimed at increasing safety.

- Explore possibilities for sharing ramp inspection data: **EC, EASA.**

Objective: Address aging aircraft issues in Middle East states.

- Develop a foreign aircraft inspection seminar: **United Arab Emirates (UAE).**

Objective: Establish ICAO compliant laws and regulations to build the foundation for the reconstruction of civil aviation systems.

- Facilitate passage of new civil aviation laws and adoption of model civil aviation regulations: **Iraq**.

Western Hemisphere ✈

Objective: Identify and provide technical assistance and training to regional aviation safety organizations and countries to strengthen their capability to meet international aviation safety standards.

- Provide technical assistance to strengthen the ability of civil aviation organizations to meet international standards: **ACSA, Argentina, Brazil, Bolivia, CASSOS, Dominican Republic, El Salvador, LACAC, Mexico, Peru, Uruguay.**

- Provide training as requested to strengthen the ability to meet international standards: **ACSA, Canada, Caribbean states, CASSOS, COCESNA, LACAC, Mexico, South American states.**

- Develop and deliver instructional seminars in Miami and Washington, D.C., on legal topics such as developing a civil aviation law that meets ICAO standards: **Brazil, CASSOS, Chile, Colombia, LACAC, Mexico.**

Objective: Promote the sharing of ramp inspection data to increase safety oversight with key partners in the region.

- Explore possibilities for sharing ramp inspection data: **Brazil, Central American Corporation for Air Navigation Services (COCESNA), Mexico, Panama.**

5. Improve Global Interoperability and Advance Future Technologies and Procedures.

Maintaining and improving safety in an increasingly complex global aviation system requires a proactive and innovative approach to improving interoperability and operational efficiency, as well as advancing future capabilities. Our ultimate goal is seamless operations across as many boundaries as possible. Harmonization and cooperation is essential on air traffic flow management, safety, and environmental issues as is collaboration on research and development programs that can advance capabilities crucial to future air traffic systems.

Africa, Europe and Middle East ✈

Objective: Promote interoperable air navigation systems and harmonized procedures and standards.

- Develop a strategy for implementing the FAA-EC Research and Development Cooperation agreement, with particular consideration to joint activities between the FAA, the EC, and the Single European Sky Air Traffic Management Research (SESAR) Joint Undertaking: **EC.**

- Report on and influence where appropriate, developments related to implementing the Single European Sky initiative, such as the implementation of RNP procedures, trajectory-based operations, and other efficiency improvements: **EC.**

Objective: Improve NextGen PBN capabilities to increase safety and efficiency of airspace.

- Encourage implementation of PBN capabilities similar to NextGen, including transition to and harmonization of airspace requirements: **Kazakhstan, Russia.**

- Encourage implementation of World Geodetic System (1984) in concert with National Geospatial Intelligence Agency, non-government consultants, and interested airlines: **Africa, Eastern European states, Kazakhstan.**

- Address operational air traffic control issues on a bilateral basis and through the Cross Polar Working Group: **Iceland, Russia.**

Western Hemisphere ✈

Objective: Develop and expand NextGen activities with key partners in the region.

- Implement NextGen technologies, concepts and procedures through the Trilateral NextGen Steering Group: **Canada, Mexico.**

Strategic Initiative #4: Promote civil/military cooperation (cont'd)

Objective: Encourage improved civil/military coordination of airspace planning and management.

- Promote greater coordination among civil/military controllers and assist restructuring civil/military airspace as a means to address aviation growth: **Afghanistan, China, India.**

ICAO ✈

Objective: Evaluate new and ongoing civil/military coordination initiatives and activities that have the ability to facilitate greater airspace efficiency and security and to reduce aviation's environmental footprint.

- Prepare coordinated U.S. positions and papers for the ICAO Civil/Military Conference to promote U.S. strategic interests.

- Support relevant worldwide civil/military aviation security and crisis management venues with the FAA's position regarding the need for effective ATM security initiatives and procedures within State and regional ATM modernization programs.

Strategic Initiative #1: Promote harmonization (cont'd)

Objective: Continue to work with key aviation authorities, international partners, and associations to promote safety by encouraging the harmonization of regulations, legislation and procedures, including SMS, throughout the region.

- Provide technical assistance, training, and seminars/workshops in concert with ICAO and other stakeholders as appropriate: **ACSA, CASSOS, LACAC, Latin American Air Transport Association (ALTA), International Air Transport Association (IATA), ICAO.**

Asia Pacific ✈

Objective: Identify and provide technical assistance and training to regional aviation safety organizations and countries to strengthen their capability to meet international aviation safety standards.

- Monitor and support efforts to bring safety oversight systems into compliance with ICAO standards. In addition, the three regional Cooperative Development of Operational Safety and Continuing Airworthiness Projects (COSCAP) groups and Pacific Area Support Office (PASO) offer opportunities for the FAA to leverage resources by reaching out to multiple countries in the region through technical training and seminars: **Bangladesh, Indonesia, Philippines.**

- Establish an ICAO Government Safety Inspector (GSI) training satellite office by 2010, enabling self-sustained GSI training operations in five years: **Thailand.**

- Develop and deliver an instructional seminar on requirements for initiating and maintaining air carrier operations to the United States: **Association of Asia Pacific Airlines (AAPA), IATA venues.**

Objective: Work with key countries in the region to maintain their capability to meet ICAO aviation safety standards.

- Promote technical exchanges and assistance with aviation partners in the region: **Australia, India, Malaysia, Thailand.**

Objective: Expand Bilateral Safety Partnerships.

- Expand the existing bilateral partnership venues with key partners in the region: **Australia, Indonesia, Japan, Philippines, South Korea, Thailand.**

Strategic Initiative #1: Promote harmonization (cont'd)

Objective: Promote the development of BASA Implementation Procedures.

- Assist efforts to expand the agreement to include the certification of transport category aircraft: **China.**

Objective: Develop strategy for working with future potential BASA partners.

- Promote the benefits of BASAs: **India.**

Objective: Cooperate with partners in the region in sharing data aimed at increasing safety.

- Explore possibilities of sharing ramp inspection data: **China, Japan, Singapore, South Korea.**

Objective: Establish ICAO compliant laws and regulations to build the foundation for the reconstruction of civil aviation systems.

- Facilitate passage of new civil aviation laws and adoption of model civil aviation regulations: **Afghanistan.**

ICAO ✈

Objective: Develop U.S. methodologies to influence the development and enhancement of ICAO safety standards and initiatives.

- Support the evolution of the USOAP to a continuous monitoring system.

- Collaborate with ICAO on the development of a new ICAO Annex on safety management and State safety programs.

- Promote and support regional implementation of ICAO flight safety oversight and to encourage government-industry collaboration to implement SMS which help identify and manage risk.

- Prepare coordinated strategic U.S. Government positions and papers on aviation safety for the ICAO Directors General Safety Conference and the 37th and 38th ICAO Assemblies.

4. Promote Civil/Military Cooperation to Ensure Safe, Secure, and Efficient Use of Airspace.

When countries transition from military to civil airspace control as a means to increase efficiency, safety oversight and air navigation operations become primary issues. Areas of focus include technical assistance and training in military to civilian transition.

Africa, Europe and Middle East ✈

Objective: Support states in the transition of airspace from military to civilian control.

- Work with U.S. Air Force Central Command, NATO, ICAO and the respective national authorities to facilitate the transition from military to civilian control of the airspace: **Iraq.**

- Work with key aviation authorities to better understand civil/military roles that will assist in airspace planning and traffic flow management efforts: **European states, ICAO, UAE.**

Western Hemisphere ✈

Objective: Assist countries with maintaining high levels of safety while transitioning from military to civil aviation oversight.

- Work with aviation authorities to understand key focus areas to support continued compliance with international aviation safety oversight standards throughout military to civilian transition: **Argentina, Brazil.**

Objective: Promote ATM security with appropriate civil and military stakeholders.

- Reach out to neighboring and key states in the region to establish appropriate cross-FIR boundary and cross-border ATM security initiatives and procedures: **Canada, Mexico, Central America and Caribbean states.**

Asia Pacific ✈

Objective: Support states in the transition of airspace from military to civilian control.

- Work with U.S. Air Force Central Command, NATO, ICAO and the respective national authorities to facilitate the transition from military to civilian control of the airspace: **Afghanistan.**

Strategic Initiative #3: Promote U.S. best practices (cont'd)

Objective: Coordinate U.S. Government support for ICAO global and regional safety initiatives such as the Global Aviation Safety Plan (GASP), and COSCAPs to align government and industry approaches to improving international aviation safety.

- Develop coordinated U.S. strategies for advancement of U.S. priorities and participation in the Industry Safety Strategy Group and with Regional Aviation Safety Roadmap groups (Africa, Middle East, Pan America).

- Identify activities in conjunction with the ICAO regional offices to prepare for the Triennial Assembly.

2. Create and Support Partnerships to Leverage Opportunities to Develop Safety, Capacity, and Efficiency Initiatives.

Improving and maintaining safety performance in an increasingly complex global aviation system requires a proactive and innovative approach to improving interoperability, operational efficiency, and advancing future capabilities. The FAA leverages private and government expertise and resources, as well as global assistance programs to assist CAAs to improve safety and implement efficiency enhancing technology and procedures.

Africa, Europe and Middle East ✈

Objective: Explore and pursue opportunities to develop cooperative research projects with key governments and research organizations aimed at improving technologies and procedures.

- Expand areas of cooperation with key research organizations with which the FAA has ongoing research and development programs, including: **Cranfield University, EC, EUROCONTROL, Qinetiq.**

Objective: Target FAA assistance to leverage resources in African countries that are committed both to ensuring that assistance is implemented successfully and to improving safety beyond the FAA's limited technical assistance provisions.

- Provide policy and technical support for the DOT-led Safe Skies for Africa (SSFA) Program: **East African Community (EAC).**

- Follow-up the FAA Airports team's 2008 survey of Roberts International Airport (RIA) to help airport authorities improve RIA's emergency response capability and develop a comprehensive emergency plan: **Liberia.**

- Continue to support technical assistance efforts. Develop a quality assurance program for the states based on their follow-up assessments of training centers: **EAC, SSFA Countries, Civil Aviation Safety and Security Oversight Agency (CASSOA).**

Objective: Provide technical assistance and training aimed at increasing safety and efficiency levels.

- Develop a comprehensive action plan to incorporate assistance in the aircraft certification, aviation safety and air traffic control areas: **Israel.**

- Explore additional opportunities for mutual cooperation with the EC to provide information on best practices and/or potential technical assistance to countries developing their economies and aviation industries: **EC.**

- Provide technical assistance in regional airport development, licensing, and airworthiness, in conjunction with both FAA and non-FAA resources including private industry: **Russia.**

- Re-start the Russian/American Flight safety Working Group as a forum to address safety issues: **Russia.**

- Work cooperatively with donor organizations such as U.S. Trade and Development Agency (TDA) to fund projects to improve safety oversight through technical assistance. Where resources permit, identify and implement appropriate training, assistance and assessment activities: **Azerbaijan, Kyrgyzstan.**

Objective: Coordinate with U.S. Government departments and agencies that provide foreign economic assistance, multilateral development banks that provide loans to developing countries, and economic assistance agencies of foreign governments to influence aviation projects.

- Help secure funding for technical assistance projects: **Africa Region, Liberia.**

- Work in conjunction with key Middle East CAAs to ensure the successful implementation of a Middle East Aviation Safety Team to implement the work envisioned in the 2008 GASR conference: **Middle East.**

- Partner with the UAE General Civil Aviation Authority to encourage the Arab Civil Aviation Commission (ACAC) to take on a greater leadership role in promoting regional harmonization and cooperation among regulatory authorities in the Middle East: **ACAC, UAE.**

Objective: Support safe and efficient business and general aviation in the Russian Federation.

- Continue to promote and support the safety of general aviation through work with National Business Aircraft Association (NBAA), International Council of Aircraft Owner and Pilot Associations of Russia and the Russian CAA: **Russia.**

Western Hemisphere ✈

Objective: Develop an ACP to increase investment in aviation systems and infrastructure and improve aviation safety and capacity.

- Explore the value and feasibility of an ACP based on the size of the aviation market, strategic importance to the FAA, safety and capacity issues, and potential for U.S. companies: **Brazil.**

Objective: Advance FAA visibility in the region.

- Open new offices to maintain a high level of influence and promote harmonization of aviation systems and standards in the Western Hemisphere: **Locations TBD in Central America, Mexico or South America.**

Western Hemisphere ✈

Objective: Ensure the development of coordinated FAA positions and participation at major international regional meetings.

- Prioritize FAA participation at regional meetings to ensure effective use of our resources and maximize our influence. Improve our ability to influence countries and regional groups by delivering a coordinated, consistent message at important regional meetings: **CANSO, CASSOS, COCESNA, ICAO, LACAC, NAAT.**

Asia Pacific ✈

Objective: Work with CAAs, regional organizations and ICAO to promote proficiency in the English language.

- Work with external funding providers, to provide English language proficiency training for developing CAAs: **Afghanistan.**

Objective: Ensure the development of coordinated FAA positions and participation at major international regional meetings.

- Work through regional groups to promote the harmonization of air traffic and aviation regulations and procedures: **APEC, COSCAPs, PASO and Asia Pacific Air Navigation Planning and Implementation Regional Group (APANPIRG).**

Objective: Identify needs in the regions for possible seminars on hazardous materials and dangerous goods inspector training, including ICAO updates for developing countries.

- Leverage resources available to conduct international hazardous materials and dangerous goods training by reaching out to multiple countries through: **APEC, COSCAPs, ICAO.**

ICAO ✈

Objective: Develop priority SARPs to enhance global harmonization and interoperability of U.S. preferred technologies and systems.

- Coordinate with U.S. Government agencies and industry to identify and implement priority SARPs to promote preferred technologies and systems.

- Focus resources at ICAO on developing essential SARPs to support NextGen implementation and other critical programs.

3. Promote U.S. Best Practices in the Provision of Air Traffic Services and Safety to Enhance Consistency and Seamless Operational Practices Worldwide.

The FAA promotes seamless operations in cooperation with international aviation partners to meet the challenge of safely expanding global aviation capacity. We work through regional organizations and working groups to influence regional safety and efficiency initiatives and to advance FAA priorities through coordinated U.S. strategies. We work with ICAO to establish a priority list of SARPs in support of NextGen operations and to streamline ICAO processes.

Africa, Europe and Middle East ✈

Objective: Work with CAAs, regional organizations and ICAO to promote proficiency in the English Language.

- Work with external funding providers, to provide English language proficiency training for developing CAAs: **Kazakhstan, Kyrgyzstan, Ukraine, Uzbekistan**.

Objective: Strengthen the working relationship with ICAO and the African Civil Aviation Commission (AFCAC) to determine program specifics and evaluate future proposed activities.

- Support the Africa Comprehensive Implementation Plan (ACIP) strategic goals that include an increased role for ICAO leadership in the Africa and Indian Ocean region: **AFCAC.**

Objective: Ensure the development of coordinated FAA positions and participation at international meetings.

- Prioritize FAA participation at regional meetings to ensure effective use of our resources and maximize our influence. Improve our ability to influence countries and regional groups by delivering a coordinated, consistent message at important regional meetings: **AFCAC, Africa-Indian Ocean Planning and Implementation Regional Group (APIRG), European Air Navigation Planning Group (EANPG), Middle East Air Navigation and Planning Implementation Regional Group (MIDANPIRG), North Atlantic System Planning Group (NATSPG).**

- Coordinate FAA participation at non-ICAO meetings to ensure a consistent message can be carried from these meetings to the ICAO meetings that oversee the region: **CANSO, EUROCAE, EUROCONTROL.**

Strategic Initiative #2: Create and support partnerships (cont'd)

Objective: Develop Air Navigation Services (ANS) Agreements to improve safety, capacity, and efficiency.

- Conclude new, comprehensive ANS agreement: **Bahamas.**

Objective: Assess aerodrome certification needs to assist countries in achieving ICAO compliance.

- Work with aviation authorities and organizations in the region to meet ICAO standards for aerodrome certification: **CASSOS, ICAO, LACAC.**

Objective: Identify opportunities in the region for technical assistance and seminars on topics such as runway safety procedures, technologies and concepts, airport pavement, aircraft rescue and firefighting, wildlife management, and SMS

- Offer technical seminars designed to improve airport safety throughout the region to address the significant interest and demand for best practice seminars and technical assistance on runway safety, wildlife management, SMS, and pavement assistance: **Brazil, CASSOS, COCESNA, LACAC, Mexico.**

- Identify potential airport projects for U.S. industry to assist in airport development or expansion: **Brazil, Mexico.**

Objective: Provide technical assistance and training aimed at increasing safety and efficiency levels.

- Develop a comprehensive action plan to incorporate assistance in the aircraft certification, aviation safety and air traffic control areas: **Colombia, Mexico, Caribbean, COCESNA, LACAC.**

Objective: Identify needs for additional training and seminars on hazardous materials and dangerous goods inspector training. Provide on-the-job (OJT) training to continue to develop inspectors' skills in the region.

- Work with U.S. Government entities to provide dangerous goods transportation OJT training/seminars: **CASSOS, LACAC.**

Objective: Identify countries where the FAA Academy and Lines of Business can develop training programs and/or assist to establish or expand their training facilities.

- Provide assistance to create or further develop aviation training academies: **Brazil, CASSOS, Colombia, COCESNA, Dominican Republic, Panama.**

Strategic Initiative #2: Create and support partnerships (cont'd)

Objective: Work closely with Department of Transportation (DOT), Department of State (DOS) and other U.S. Government agencies to support the Administration's Cuba initiatives and policies as well as FAA mission critical operations.

- Prepare a plan of action to address potential significant growth in traffic between the U.S. and Cuba if the political dynamics change: **Cuba.**

- Continue to work with the DOS to facilitate safety-critical operational meetings between the FAA and Cuban air traffic officials on a regular basis: **Cuba.**

Asia Pacific ✈

Objective: Promote the development and growth of ACPs and continue to identify external funding sources to further strengthen ongoing programs.

- Define innovative new projects through the ACP and work with U.S. TDA and industry partners to identify funding: **China, India.**

- Promote U.S. industry membership in the ACP to help prioritize projects and secure the necessary funding to support new projects: **China, India.**

- Explore the value and feasibility of initiating an ACP: **Thailand.**

Objective: Provide technical assistance and training aimed at increasing safety and efficiency levels.

- Develop a comprehensive action plan to incorporate assistance in the aircraft certification, aviation safety and air traffic control areas: **South Korea.**

Objective: Identify priority countries for strong bilateral airport relationships.

- Support airport development and expansion programs through a range of training and technical assistance programs, including safety inspector training, wildlife hazard assessments, and airport planning: **China, India.**

- Provide technical seminars designed to improve airport safety: **Asia Pacific Economic Cooperation (APEC), COSCAPs, Micronesia, PASO.**

Strategic Initiative #2: Create and support partnerships (cont'd)

ICAO ✈

Objective: Establish government and industry working group to harmonize the next generation of air navigation systems and safety procedures.

- Identify solutions for accelerated ICAO endorsement of external standards developed by recognized standards-making organizations such as RTCA, Inc. and European Organization for Civil Aviation Equipment (EUROCAE)**.**

- Facilitate ICAO and Civil Air Navigation Services Organization (CANSO) efforts to work together to accelerate harmonization of future ATM modernization systems.